



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

August 16, 2011

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

**AUTHORIZATION TO USE INFORMATION TECHNOLOGY FUNDS TO SUPPORT
THE PERMIT AND LAND MANAGEMENT SOLUTIONS BRIDGE TO
IMPLEMENTATION PROJECT
(ALL SUPERVISORIAL DISTRICTS)
(3 VOTES)**

SUBJECT

The Chief Executive Office, Chief Information Office, and the Department of Regional Planning recommend Board authorization to utilize \$436,760 in Information Technology Fund monies to continue work on the Permit and Land Management Solutions Bridge to Implementation Project (PALMS Bridge).

JOINT RECOMMENDATION WITH THE CHIEF EXECUTIVE OFFICE, CHIEF INFORMATION OFFICE, AND DEPARTMENT OF REGIONAL PLANNING THAT YOUR BOARD:

Approve and authorize the use of \$436,760 from the Information Technology Fund (ITF) to continue work on the PALMS Bridge including: 1) business process improvements; 2) enterprise Content Management (ECM) pilot projects relating to the land entitlement process; and 3) videoconferencing technology to support improved interdepartmental and customer communication.

Board of Supervisors
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First District

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PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

In June 2010, the County completed the first phase of the PALMS project with the publication of a Final Report. The purpose of the PALMS report was to analyze the feasibility of replacing the County's existing land permitting systems. The Final Report made a number of recommendations for proceeding with implementation in the five PALMS departments (Regional Planning, Public Works, Fire, Public Health, and Parks and Recreation).

The Final Report also included a proposed set of tasks, referred to as PALMS Bridge, which would be necessary for implementation. PALMS Bridge centers on organizational and process opportunities, which can be pursued immediately, and also incorporates key technology pilot projects, which can be undertaken using infrastructure already installed at the Department of Regional Planning (DRP). The ITF monies will support the following components of PALMS Bridge:

- 1) Business Process Improvements -- The process tasks include business process analysis and best practice recommendations for planning permits, code enforcement work, permit inspections and DRP's cash collection and accounting. This would extend the work completed last year on the first phase of the PALMS Bridge Project—the Land Entitlement Process—that resulted in twelve short- and mid-term process improvements currently being implemented by DRP and the PALMS departments.
- 2) Pilot Projects -- The pilot projects to be developed under this proposal include proofs of concept for customer service enhancements, such as electronic case filing, electronic plan review, and referral management. Specifically, the pilot projects will include the creation of an electronic case filing application, electronic plan review, and mark-up of development plans, as well as an electronic referral tracking system to ensure timely input on discretionary projects being prepared for hearing. These "proof of concept" pilot projects will be very useful in planning and executing the PALMS long-term technology recommendations.
- 3) Videoconference Technology -- The proposed videoconferencing solution will enhance the County's customer service by providing better and more diverse communication opportunities. It will also improve efficiency within the County by reducing the time and travel needed by multiple departments in order to attend One Stop meetings, consultations with applicants currently held at DRP. The software licensing and videoconference technology will provide the appropriate licensing and hardware to fully support each of the five PALMS departments for the duration of the pilot projects.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The project supports the County's Strategic Plan goals of Operational Effectiveness (Goal 1) and Community and Municipal Services (Goal 3) by ensuring service delivery systems are effective, efficient and customer service-oriented.

FISCAL IMPACT/FINANCING

The estimated project cost breakdown is as follows:

Description	Estimated Cost
Business Process Improvements and Project Assistance	\$226,650
Pilot Projects, including Software Licensing	\$175,110
Videoconference Technology for PALMS Departments	\$ 35,000
Project Total	\$436,760

The new software and videoconferencing technology will be assimilated into each department's existing Information Technology infrastructure and no new staff will be required to operate or maintain. Future repair and maintenance costs during the life of the pilot projects will be minimal and will be absorbed within DRP's Operating Budget.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

There are no legal requirements or prohibitions related to this recommended action.

IMPACT ON CURRENT SERVICES/PROJECTS

The recommended action will provide for continued work on the PALMS Bridge Project, capitalizing on the investment made and work completed to date while ensuring that the County proceeds with recommended improvements to its land entitlement and permitting processes. This project will utilize DRP's existing Information Technology assets, with the support of the PALMS departments, to develop pilot projects in electronic case filing, electronic plan review, and referral management. There are many benefits to carrying out the PALMS Bridge Project, including:

- Improved customer service;
- Enhanced coordination and collaboration with other departments, including Public Works, Fire, Parks and Recreation, and Public Health through the use of technology;

- Improved and more efficient land entitlement, permitting, inspection, and fee management business processes;
- Potential for reduced costs associated with paper file storage, retrieval, and transportation;
- Preparation for selection of a future replacement enterprise permit tracking system in the County; and
- Supports the recommendations of the Land Entitlement Stakeholder Committee.

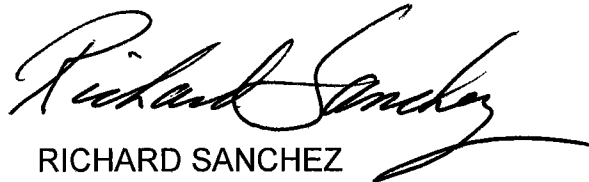
CONCLUSION

Your Board's approval of the recommended action will enable DRP, in collaboration with Public Works, Fire, Parks and Recreation, and Public Health, to continue work on the PALMS Bridge Project, which will improve information sharing, yield business process improvements for each department, and enhance customer service.

Respectfully Submitted,



WILLIAM T FUJIOKA
Chief Executive Officer



RICHARD SANCHEZ
Chief Information Officer



RICHARD J. BRUCKNER
Director of Planning

WTF:RS
RJB:RLR:kd

c: Executive Office, Board of Supervisors
Auditor-Controller
County Counsel